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27 May 1960

MEMORANDUM FOR: Director of Central Intelligence

**SUBJECT: Mr. George F. Kennen's Appearance 26 May 1960
in Open Session before the Senate Subcommittee
on National Policy Machinery, Committee on
Government Operations**

1. This memorandum is for information only.
2. Mr. Kennen began with a prepared statement outlining his views on organizational deficiencies hampering American foreign policy. A verbatim copy of Mr. Kennen's statement is attached.
3. Committee Chairman Jackson stated that there would be a series of hearings during the week on National Security Council coordination policies intended first to discover whether adequate machinery for inter-agency coordination exists and, second, whether this machinery is being utilized effectively with the view toward making recommendations for possible new legislation. Senator Jackson said that specific testimony on the U-2 incident would be taken in executive session beginning on 26 May.
4. Senator Jackson asked Mr. Kennen to explain the decision-making process in the Soviet Union. Mr. Kennen stated that policy decisions are made in the Soviet Union through party machinery and not through government apparatus. He said, however, that up to the moment any decision is taken, any participant in the discussion may state freely his views. It was his belief that the Soviet leaders work out the more important policy decisions "on the spot" without need for lengthy studies made by subordinates. Nevertheless, he said, the Soviet Union possesses and uses very able experts in particular fields who keep this small group of high policy makers informed. Mr. Kennen stated that the two advantages which Moscow derives from this system are privacy and organization speed and flexibility. He said that the Soviet leaders "play issues by ear" more than many people might suppose.

(EXECUTIVE SECRETARY'S SIGNATURE)

5. Mr. Kennen stated that U. S. officials charged with the function of gathering intelligence must, at the same time, be charged with the full range of foreign policy responsibility in his opinion. He stated further that a well-coordinated policy is essential to avoid cancelling out the positive effects of other foreign policy efforts. He added that coordination in this field has not always been satisfactory.

6. Mr. Kennen was asked to comment on the subject of personal versus traditional diplomacy. He read from a statement by him over BBC three years ago in which he argued against heads of government level meetings at the opening of any negotiations. He stated that the failure of the Summit Conference at Paris epitomized the situations described in this earlier statement. He stated further that where there is a real possibility for agreement between nations this possibility can be explored through normal diplomatic channels.

7. Senator Mundt asked Mr. Kennen what ideas he might have to improve the coordination process in the Federal Government. Mr. Kennen replied that the President needs a top-level assistant who would be given enough authority to coordinate all activities which might affect U. S. foreign policy. He suggested that the Secretary of State be given this function. In reply to a question by Senator Javits, Mr. Kennen stated that the National Security Council must continue to assist as an advisory council although some of its present responsibilities should be assumed by the Secretary of State in his enlarged capacity as assistant to the President.

8. Mr. Kennen criticized the foreign service for its cumbersome size and its recent recruitment policies. He stated that the foreign service to be effective must be small enough that each member would know all the others personally. He stated that greater reliance should be placed on senior people particularly in appraising a subordinate's security reliability. The dangers of running security checks in an impersonal way are greater than an occasional mistake, he said.

9. Mr. Kennen stated that a considerable number of individuals who have served in Federal governmental capacities would be well suited for studying methods of improving the machinery of making national policy. He stated, however, that efficiency experts whose backgrounds are geared to the problems of private business would be unsuited for this task as Government management principles differ basically from those of private enterprise.

10. Chairman Jackson announced that the hearings would continue in executive session with particular emphasis on Mr. Kennen's view on the U-2 incident.

SIGNED

Office of General Counsel

Attachment

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<p>WILL DESTROY</p> <p>MEMORANDUM FOR: THE DIRECTOR</p> <p>For information only.</p> <p>Attached is the statement by George Kennan before the Jackson Subcommittee on May 26. In addition, we have attached a report by a member of this office on some of the questions asked of Mr. Kennan and the nature of the responses.</p> <div data-bbox="865 1180 1193 1285" style="border: 1px solid black; height: 50px; width: 200px; margin: 10px auto;"></div> <p>Legislative Counsel</p> <p><u>27 May 1960</u> (DATE)</p>

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